

**UNIVERSITY OF TECHNOLOGY AND ARTS OF BYUMBA
(UTAB)**



**ADMINISTRATIVE AND HUMAN RESOURCES MANUAL OF
UNIVERSITY OF TECHNOLOGY AND ARTS OF BYUMBA (UTAB)**

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UNIVERSITY OF TECHNOLOGY AND ARTS OF BYUMBA (UTAB)
EDUCATIO-SCIENTIA-MINISTERIA
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**ADMINISTRATIVE AND HUMAN RESOURCE MANUAL OF UNIVERSITY OF
TECHNOLOGY AND ARTS OF BYUMBA (UTAB)**

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Vice Chancellor and Secretary of UTAB Board of Directors

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PREAMBLE

University of Technology and Arts of Byumba (UTAB), is a private university owned by the local non-governmental organization, UTAB Organization. UTAB is functioning in accordance with the law determining the organization of high education in Rwanda, as it has been updated or reviewed up to date, and the Presidential Order No 51/01 of 13/7/2010 establishing quality standards in higher learning institutions in Rwanda. UTAB staffs are governed in accordance with the law No 66/2018 of 30/08/2018 regulating labor in Rwanda and the present UTAB Administrative and Human Resource Manual. Before the upgrade from Institute to University status on 10/12/2015.

University of Technology and Arts of Byumba (UTAB) seeks to provide and sustain an environment conducive to sharing, extending, and critically examining knowledge and values, and to further the search for wisdom. Effective performance of these central functions requires that academic and research staff members be free within their respective fields of competence to pursue and teach the truth in accordance with appropriate standards of scholarly inquiry.

The academia's privileges and protections, including that of tenure, rest on the mutually supportive relationships between the Faculty's special professional competence, its academic freedom, and the central functions of the University. These relationships are also the source of the professional responsibilities of members.

It is the intent of the academic Code of Conduct to protect academic freedom, to help preserve the highest standards of teaching and scholarship, and to advance the mission of the University.

This Manual sets forth basic principles and procedures that govern the work at UTAB to help to attain its mission and objectives as stipulated in its organic document.

CHAPTER I: GENERAL PROVISIONS

SECTION I: PURPOSE, SCOPE, AND OBJECTIVES OF THE ADMINISTRATIVE AND HUMAN RESOURCES MANUAL

Article1: Purpose and scope

This Manual provides for policies and detailed procedures that apply to the entry, stay and exit of all employees of University of Technology and Arts of Byumba (UTAB). Human Resource practices, procedures and benefits herein contained shall, by their very nature, be constantly reviewed and revised in the event of changes in legislation, economic conditions and/or the University's business practices.

The University shall reserve the right to modify, amend, revoke, suspend, terminate, delete, discontinue or change any and/or all practices, procedures, policies and/or benefits set forth herein in a manner it deems fit at any time, with prior approval of its competent organs and notice to the employees.

Article 2: Objectives of the administrative and human resources manual

This Administrative and Human Resources Manual is an official document for University of Technology & Arts of Byumba (UTAB), established for the following objectives:

- a) To guide the management of UTAB employees with integrity and fairness while dealing with the stakeholders and the various academic and administrative units.
- b) To guide the recruitment of the most qualified and talented personnel and provide equal employment opportunities regardless of sex, color, race, tribe or nationality.
- c) To communicate relevant human resource policies and procedures for the management of all UTAB employees.
- d) To provide information on the rights, responsibilities and obligations of UTAB as the employer and UTAB employees.
- e) To promote discussions between employees and their supervisors regarding performance issues to enhance individual as well as organizational performance.
- f) To set the code of conduct for UTAB employees.

SECTION 2: VISION, MISSION, POWERS, CORE VALUES OF UTAB

Article 3: Vision of UTAB

The vision of University of Technology and Arts of Byumba (UTAB) is to become a radiating university of academic and professional excellence for sustainable socio-economic development.

Article 4: Mission of UTAB

The mission of UTAB is expressed through the following:

- a) To provide quality higher education and community-oriented research
- b) To shape a skilled workforce in the domains of technology and arts
- c) To promote a culture of excellence and innovation for quality service delivery

Article 5: Core values (AERUS)

- a) Academic Freedom
- b) Excellence
- c) Responsibility
- d) Ubupfura
- e) Social Justice

Article 6: Powers of UTAB

UTAB has the following powers¹:

- 1° To award degrees or certificates at levels of education they offer in accordance with laws which govern them;
- 2° To award certificates to candidates who successfully complete short-time training courses;
- 3° To conclude partnership and cooperation agreements with different organs in charge of

¹Law N°010/2021 of 16/02/2021 determining the organization of education, article 73.

education and with other national and foreign institutions of higher learning in accordance with relevant laws;

4° To award merit titles and awards that recognize exemplary achievements;

5° To promote their lecturers, researchers and staff in accordance with relevant laws;

6° To perform income generating activities through an institute or specialized institutes

UTAB has also power to award honorary degrees in accordance with laws governing it.

CHAPTER 2: ORGANISATION AND FUNCTIONING OF UTAB UNIVERSITY

Article 7: Organs of UTAB University

Organs of UTAB University shall be comprised of the following:

The UTAB Organization (Owner)

The Chancellor's Office

The University Council (Board of Governors)

The Vice-Chancellery

The Senior Management Committee

The Academic Senate

The Faculty Council

The Department Council

SECTION 3: THE UTAB ORGANIZATION (OWNER)

Article 8: Establishment

The UTAB University is owned by the UTAB organization which is a non-governmental organization established by independent individuals and/or organizations that aim at promoting the Higher Education in Byumba (Ex-Province of Byumba) area but may extend its operational area.

Article 9: Functioning

UTAB Organization functions through its General Assembly and Executive Committee, and commissions. The General Assembly is the supreme organ of UTAB Organization. It is convened and

chaired by the Legal Representative who also represents UTAB University legally. He/she is replaced by the Deputy Legal Representative in his/her absence.

Article 10: Powers

UTAB organization, as the Owner of the University has the powers to decide on the opening, relocating or closing the UTAB University. The UTAB organization appoints and revokes the Chancellor of the University, the University Council Members, and the Senior Managers of the University (Vice-Chancellor and Deputy Vice-Chancellor(s)).

Article 11: Responsibilities

To provide the overall vision and mission of UTAB University.

To approve the resolutions and decisions of the University Council.

To approve the activity and financial reports of the previous year submitted by the University Council.

To summon the University Council and the Senior Management of the University to make clarity on the standing status of the University.

To take any other measure directed to complying to its vision, mission, and objectives.

SECTION 4: THE CHANCELLERY

Article 12: Chancellery and its establishment

The Chancellery of UTAB is made of a Chancellor.

Article 13: Designation of the chancellor

The Chancellor of UTAB is designated by UTAB Organization and approved by the UTAB University Council.

Article 14: Responsibilities of the chancellor

To support the realization of the vision and mission of UTAB;

To preside over the academic year opening, and graduation ceremonies;

To award academic, merits and excellence titles;

To attend other events or meetings when appropriate.

In case of absence, the Chancellor of the University is replaced by the Chairperson of the Council of UTAB.

SECTION 5: THE UNIVERSITY COUNCIL

Article 15: establishment

The University Council is established in conformity with Law N°010/2021 of 16/02/2021 determining the organization of education in Rwanda.

Article 16: Powers

The University Council shall be the governing and supreme decision-making organ of UTAB University.

Article 17: Membership

Members of the Council of UTAB University are selected on the basis of their competence and expertise for the term of office of four (4) years which may be renewed once only. At least thirty per cent (30 %) of members of the Council of UTAB are female².

The UTAB Council is comprised of members not exceeding fifteen (15) as follows:

The Chairperson of the UTAB Council appointed by UTAB Organization

At least five (5) designated members representing UTAB organization

Members of the University management

The Vice Chancellor who is the Rapporteur/ Secretary of the Council

The Deputy Vice Chancellor (s)

Representative of academic and research staff designated by the peers

Representative of administrative, technical and support staff designated by the peers

² Chapter Iv, section 2, Article 11, N° 71/2013 of 10/09/2013 Law establishing the University of Rwanda (UR) and determining its mission, powers, organisation and functioning

Other Experts (Higher Education, Lawyer, and Private Sector) appointed on merit by UTAB Organization not exceeding one-third of the total number of the members.

A member of the University Council shall lose the membership if: the term of office expires;

He/she resigns in writing;

He/she is no longer able to perform his/her duties due to physical or mental disability certified by an authorized medical doctor;

He/she is definitively sentenced to a term of imprisonment equal to or exceeding six (6) months without suspension of the sentence;

He/she is absent in meeting for three (3) consecutive meetings without valid reasons;

He/she manifests behaviors contrary to his/her responsibilities;

He/she jeopardizes interests of UTAB;

He/she confesses and pleads guilty to crime of genocide;

He/she is proven to be propelled by the genocidal ideology;

He/she dies.

In case a member of the UTAB Council leaves his/her duties before the expiration of his/her term of office, the competent authority shall appoint his/her substitute to complete his/her term of office.

Article 18: Functioning

The meeting of the UTAB Council shall be held once in a quarter and whenever necessary upon invitation by its Chairperson or in case of his/her absence, by its Vice Chairperson on their own initiative, or upon request in writing by a third (1/3) of its members.

The invitation shall be submitted in writing to the members of UTAB Council at least fifteen (15) days before the meeting is held. However, an extraordinary meeting shall be convened in writing at least seven (7) days before the meeting is held. Items to be examined by the meeting of the UTAB Council in the first quarter of the fiscal year shall include approval of the financial report and the report of activities of the previous year.

Every quarter, the UTAB Council shall examine the financial and activity reports relating to the previous three months and submit those reports to UTAB Organization and the Minister having Higher Education in his/her attributions.

The UTAB Organization shall be informed about the agenda of the Council meeting as well as the resolutions of the meeting and the Senior Management of UTAB may seek advice from the Chancellor if necessary.

The UTAB Council shall meet if at least the two thirds (2/3) (Quorum) of its members are present including at least five (5) external members to UTAB University. The resolutions are taken through consensus. However, they may be taken through the absolute majority by polling by the members present in the meeting. In case of equality of voices, the Chairman's decision is preponderant

The UTAB Council may invite in its meetings any person from whom it may seek advice on a certain issue on the agenda. The invitee shall not be allowed to vote or to discuss other issues on the agenda for which he/she was not invited for.

Resolutions of the meeting of the UTAB Council shall be signed by its members present immediately after its completion, and its copy sent to UTAB Organization in a period not exceeding five (5) days in order for them to give their views within fifteen (15) days upon its reception. If this period expires without the UTAB organization having given their views, there solutions of the meeting shall be presumed definitively approved.

The Chairperson and the rapporteur shall sign the minutes of the meeting, which shall be approved in the following meeting. A copy of the minutes shall be sent to the UTAB Organization and the Minister having Higher Education in their attribution in a period not exceeding fifteen (15) days from the date of its approval.

In case of emergency and impossibility for the Council to sit, the Senior Management of the University can urgently decide in order that the University may fulfill its mission. In this case, the Vice Chancellor shall communicate the decision in writing to the chairperson of the Council not later than three (3) working days starting from the day on which the decision was taken. The Council of the University shall examine the urgent decision taken by the Senior Management during its next meeting.

The UTAB Council may establish permanent or temporary specialized committees composed of some of its members and other support persons it deems necessary and shall designate a head of each committee. The permanent committees are: Audit Committee, Academic and Research Committee, and Development and Planning Committee.

When a UTAB Council's member has got a direct or indirect interest in the issue to be examined or issue, he/she must, immediately inform the Board about where his/her interest lies in decision making on the issue. The member informing of interests in the issue to be examined cannot vote when deliberating decisions to take on that issue. When it happens that many or all UTAB Council's members have direct or indirect interest in the issue to be examined in such a way that it is impossible to take decision on the issue, the issue shall be submitted to the UTAB organization.

Article 19: Responsibilities

The UTAB Council mainly has the following responsibilities:

To provide the vision of UTAB;

To approve the strategic plan and the annual action plan of UTAB

To approve the UTAB organizational structure and salary scale;

To approve the strategic plan of UTAB and its annual action plan;

To monitor the implementation of the action plan of UTAB;

To approve the internal rules and regulations of UTAB;

To approve the annual budget of UTAB;

To approve the activity and financial reports of the previous year;

To ensure that UTAB meets quality standards of Higher Education Institution;

To select Senior Managers of the UTAB (VC, D/VCS);

To appoint, promote and dismiss teaching and research staff;

To approve the appointments of the Deans of Faculties and Schools;

To approve all policies, manual and guidelines in use by UTAB University;

To approve, monitor and evaluate the performance of UTAB through a performance contract in accordance with the plan of action and the budget;

To approve the decisions of Academic senate and Senior Management;

To approve the recipients of degrees, certificates and other academic awards provided by UTAB;

To submit a quarterly activity report to UTAB Organization and to the supervising Ministry;

To appear before General Assembly of UTAB to make clarity on the standing status of the University.

An approved document bears abbreviated signatures of the Members of the UTAB Council on each page and a list of approving members at the end of the document with their roles in the Council, their contacts and their full original signatures. This document will constitute the reference when there is any contradiction in the application of the procedures.

Article 20: Responsibilities of the chairperson of the council of UTAB University

The Chairperson of the UTAB University Council has the following responsibilities:

To follow up the proper management of UTAB University;

To endorse the decisions of Senior Management within a period not exceeding 5 working days pending the approval of the UTAB Council in its nearest meeting.

To convene and preside over the meetings of the Council of UTAB University

To follow up the execution of resolutions and instructions of the Council of UTAB;

To submit to the Owner the quarterly and annual report and action plan;

To deputize for the Chancellor in case of his/her absence;

To perform any other duty that may be assigned to him/her by the competent organ.

Article 21: Allowances

A sitting allowance is allocated to any Council Member if the member attends his/her respective meetings of the Council (Appendix 3). If a Board Member attends the Board's activities or activities of the Board's Committee, the Member is also entitled to a sitting allowance.

Any Council Member who attends any other activity of the Council's Committee is entitled to a sitting allowance also defined in accordance of the provisions in (a).

SECTION 6: THE VICE-CHANCELLERY

Article 22: Senior Managers

The Vice-Chancellery constitutes the Senior Management Committee of UTAB. Its members are known as "Senior Managers".

Article 23: Appointment of members of the office of the Vice-Chancellor

Members of the Office of the Vice Chancellor of UTAB University are appointed by UTAB organization upon request by the UTAB Council or on its own will but approved by the Council. They are appointed for a term of four (4) years renewable once. In the interest of the institution highly stressed, one or all of them may benefit from special renewal (third term) but this is the last one. This term may be breached through if the performance is not satisfactory. At the end of their terms, they may join UTAB teaching and research staff if they qualify and have not reached the retirement age.

Article 24: Members of the office of the Vice -Chancellor

Members of the Office of the Vice Chancellor include the Vice Chancellor, and the Deputy Vice-Chancellors.

Article 25: Responsibilities of the Vice-Chancellor

The main responsibilities of the Vice Chancellor are as follows:

To coordinate daily activities of UTAB University;

To implement instructions and decisions of the UTAB Council;

To convene and preside over the meetings of UTAB Academic Senate;

To convene and preside over the meetings of UTAB Senior Management Committee;

To represent UTAB University and promote its activities;

To prepare the strategic plan of UTAB and submit it to the UTAB Council for adoption;

To prepare the action plan of UTAB University and submit it to its Council for adoption;

To prepare the draft budget proposal of UTAB University and submit it to its Council for approval;

To implement the strategic and action plans of UTAB University;

To perform any other duty that may be assigned to him/her by UTAB University Council.

Article 26: Responsibilities of the Deputy Vice-Chancellor in charge of Academic Affairs and Research

The Deputy Vice Chancellor in charge of academic affairs and research shall be responsible for:

Coordinating all activities related to all academic and educational programs and research;

Organizing meetings of the Academic Senate of UTAB and ensuring the implementation of its decisions;

Organizing and monitoring the capacity building program for academic and research staff;

Developing educational, academic, examination and research policy within UTAB;

Carrying out any other activity in relation with his/her duties as may be assigned to him/her by the Vice-Chancellor.

Article 27: Responsibilities of the Deputy Vice-Chancellor in charge of Administration and Finance

The Deputy Vice Chancellor in charge of administration and finance shall be responsible for:

Coordinating all the activities relating to the organizational structure and to personnel in UTAB;

Elaborating the budget proposal of UTAB and submitting it to the Vice Chancellor;

Preparing data relating to revenues and other assets of UTAB and monitoring their utilization;

Carrying out any other activity in relation with his/her duties as may be assigned to him/her by the Vice Chancellor.

Article 28: Relationship of the members of the Senior Management of UTAB

The Vice Chancellor of UTAB shall supervise the Deputy Vice Chancellors who shall submit to him/her monthly activity report and at any time it is considered necessary. In their absence, the Vice-Chancellor takes over of them.

Article 29: Replacement of the Vice-Chancellor during his/her absence

In case of the absence of the Vice Chancellor of UTAB, he/she shall be replaced by the Deputy Vice-Chancellor in charge of Academic Affairs and Research. At the absence of both, the UTAB Council will designate who will replace them among remaining Deputy Vice-Chancellors. In the absence of all, the UTAB Organization shall appoint the Acting Vice Chancellor.

Article 30: Performance contract between the Senior Management of UTAB and the UTAB council

A performance contract shall be concluded between the Senior Management of UTAB and the UTAB Council relating to action plan indicating at least responsibilities of each party and necessary requirements in order for UTAB to fulfill its mission.

Article 31: Reasons to lose the position of member of Senior Management

A member of the Senior Management shall lose the position if:

- 1) The term of office expires;
- 2) he/she resigns in writing;
- 3) he/she is no longer able to perform his/her duties due to physical or mental disability

certified by an authorized medical doctor;

- 4) he/she is definitively sentenced to a term of imprisonment equal to or exceeding six (6) months without suspension of the sentence;
- 5) he/she performs poorly for three (3) consecutive his/her annual performance
- 6) he/she manifests behaviors contrary to his/her responsibilities;
- 7) he/she jeopardizes interests of UTAB;
- 8) he/she confesses and pleads guilty to crime of genocide;
- 9) he/she is proven to be propelled by the genocidal ideology;
- 10) he/she dies.

SECTION 7: ACADEMIC SENATE

Article 32: Membership of Academic Senate

The Academic Senate shall be composed of the following persons:

- a) The Vice-Chancellor, who shall be the Chair;
- b) The Deputy Vice-Chancellors of UTAB;
- c) The Academic Registrar,
- d) The Deans of Faculties
- e) The Director of Quality Assurance,
- f) The Director of Research,
- g) The Director of ICT,
- h) The Heads of Departments,
- i) The two representatives of students elected by their peers (1 male, 1 female)

The Deputy Vice-Chancellor in charge of academic affairs and research shall be the Vice-Chairperson and rapporteur while the Registrar of UTAB shall be the Deputy rapporteur of Academic Senate.

With exception of ex-officio members of the Academic Senate, the term of the members of the Academic Senate shall be three (3) years renewable only once.

Article 33: Responsibilities of the Academic Senate

The Academic Senate shall be the senior organ responsible for academic affairs, research, and education in UTAB.

The responsibilities of the Academic Senate shall be the following:

To determine norms and standards for students' admissions, evaluation, recruitment of teaching and research staff and their promotions;

To take decisions relating to the results of the students, their promotion, repetition, or dismissal;

To prepare and submit the records for the UTAB Council in connection with the recruitment of teaching staff and research, their promotion, the scoring, penalties and dismissal;

To approve the curricula of each Faculty and their teaching methodology;

To assess and monitor academic programs, research and education of the University

To examine the publications of academic staff and researchers of UTAB;

To examine decisions of the Council of each Faculty, School;

To control the activities of the Academic Councils of each Faculty of UTAB

To submit its activity report to the Council of the University

Article 34: Meetings of the Academic Senate

The Academic Senate of UTAB shall meet once in two (2) months and whenever necessary upon the invitation by its Chairperson or Vice-Chairperson in case the Chairperson is absent, or upon request, in writing by a third (1/3) of its members.

The Academic Senate shall meet if at least two thirds (2/3) of its members are present.

Article 35: Invitation of a resourceful person in the meetings of the Academic Senate.

The Academic Senate may invite in its meetings any resourceful person with particular expertise in order to provide advice on particular issues. The invitee shall not be allowed to vote and discuss other issues on the agenda for which he/she was not invited for.

Article 36: Establishing specialized Committees of the Academic Senate

In its responsibilities, the Academic Senate may establish specialized committees composed of some of its members. Following are the main committees in place:

- a) Admissions Committee
- b) Academic Quality Assurance Committee
- c) Appointments and Promotion Committee

Each standing committee defines its working modalities that are approved by the Council.

Article 37: The Academic Senate's decisions

The Academic Senate's decisions are taken through consensus. However, they may be taken through the absolute majority by polling by the members present in the meeting. In case of equality of voices, the Chairman's decision is preponderant.

Article 38: Responsibilities of the Chairperson of the Academic Senate

The main responsibilities of the Chairperson of the Academic Senate are as follows:

- 1° to coordinate all academic, teaching, evaluation, education and research activities;
- 2° to convene and preside over the meetings of the Academic Senate and follow up the implementation of decisions made in the meetings;
- 3° to follow up the determination and implementation of broad guidelines on academic programs, evaluation, education and research and submit them to the Council of higher learning institution for approval;
- 4° to perform any other duty relating to the Academic Senate.

SECTION 8: SENIOR MANAGEMENT COUNCIL

Article 39: Membership of Senior Management Council

The Senior Management Council is composed by the following:

- Vice Chancellor (Chair)
- Deputy Vice Chancellor (s),
- Deans of Faculties
- Directors.

It holds regular meetings once a month and whenever necessary.

Article 40: Responsibilities of the Senior Management Council

The University Senior Management Council is responsible for the strategic development of the University and recommends measures to raise its profile and increase its performance and competitiveness.

It is in charge of advising the Office of the Vice-Chancellor of UTAB University on academic affairs, education, planning, financial management, property and administration of UTAB University.

It coordinates the activities of UTAB University in relation to the administration and finance.

Article 41: Functioning of the Senior Management Council

In its functioning, the Senior Management Council may establish specialized committees composed of some of its members. Following are the four main standing committees:

- a) The Personnel Appeals Committee
- b) The Finance Committee
- c) The Tender/Procurement Committee
- d) The Social Affairs Committee.

Each standing committee defines its working modalities that are approved by the Council.

Article 42: Meetings of the Senior Management Council and Decisions

It holds regular meetings once a month and whenever necessary.

The Senior Management Council's decisions are taken through consensus. However, they may be taken through the absolute majority by polling by the members present in the meeting. In case of equality of voices, the Chairman's decision is preponderant.

Article 43: Faculty Council

The Faculty Council comprises all the academic staff of the Faculty and two representatives of students. The Dean of the Faculty is the chairperson of the faculty council. The Faculty Council coordinates all the teaching, research and services to the community at the Faculty level. The faculty council meets regularly once every two months and it can hold extraordinary meetings whenever necessary. The reports of faculty council meetings are submitted to the Deputy Vice Chancellor in charge of Academics and Research for approval and / or follow up.

Article 44: Department Council

The Department Council comprises all the academic staff of the Department and two representatives of students. The Head of the Department is the chairperson of the Department Council. The Department Council coordinates all the teaching, research and services to the community at the Department level.

The Department council meets regularly once every month and it can hold extraordinary meetings whenever necessary. The reports of the department council meetings are submitted to the dean for approval and/ or follow up.

Article 45: Selection and term of office of Dean of Faculty and Head of Department

The Dean of Faculty and the Head of Department are elected by their peers for a term of four (4) years. They may be reelected. This term can be cancelled any time by UTAB Senior Management Council in case of poor performance and lack of compliance with laws and UTAB Administrative and Human Resources Manual and other internal regulations.

SECTION 9: FUNCTIONAL HIERARCHY OF SERVICES

Article 46: Directorates under the Deputy Vice-Chancellor in charge of Academic Affairs and Research (DVC/R)

- Directorate of Quality Assurance
- Faculties and Centers (of learning)
- Academic Registrar's Office
- Directorate of Research and Consultancy
- Directorate of Library and ICT
- Directorate of Language Center
- Other directorates created by UTAB

Article 47: Directorates under the Deputy Vice-Chancellor in charge of Finance, Administration and Development (DVC-FAD)

Directorate of Finance/Corporate Services

Directorate of Administration and Human Resources

Directorate of Planning and Development

Directorate of Students Welfare

Other directorates created by UTAB

SECTION 10: SPECIAL SERVICES

Article 48: Directorate of Students' Welfare

The Directorate of Students' Welfare also known as Office of the Dean of Students is a welfare department in charge of provision of welfare services to students, maintenance of discipline and students' leadership, in accordance with the University rules and regulations.

The main functions of the office include but are not limited to the following:

- a) Ensuring that all halls of residence at the University and/or affiliated hostels are well maintained and managed.
- b) Developing appropriate strategies for minimizing and managing students' conflicts and unrest.
- c) Ensuring that the cafeterias are efficiently managed in the University.
- d) Ensuring that the security of students is catered for and all cases of insecurity are reported and handled accordingly.
- e) Ensuring that students' leadership is run in accordance with the University policy and regulations.
- f) Establishing and monitoring channels of communication with regard to students' welfare with the view of giving the students the necessary advice.
- g) Planning and directing matters related to the operations of the Students Guild (Students Union) and other appropriate advice and guidance.
- h) Directing all matters relating to students health in liaison with the medical officer in charge.
- i) Ensuring, with the help of Guidance and Counseling Centres, that students get appropriate counseling services, with special attention to vulnerable students.
- j) Ensuring that all sports and recreation activities are well organized.
- k) Providing the necessary sports and recreational facilities to promote sports in the University.

l) Advising, in liaison with the University Chaplains and Imam all policies related to the organization of places of worship.

m) Any other functions as and when directed by Management or the Council of the University.

The welfare services offered under the department include accommodation, feeding, medical treatment (care), guidance and counseling, games and sports and general recreation, places of worship, among others. The Dean of students reports to the DVC FAD.

Article 49: Office of the Academic Registrar

The main responsibilities of Academic Registrar are listed but not limited to the following:

To coordinate academic matters in the Registry office.

To plan and supervise all activities related to admission and registration.

To establish and improve the database of the students in UMIS (adjustment of students' data and continuous assessment of recording marks in UMIS for expected graduands), academic documents and archives management.

To oversee and preparing the student's graduation ceremonies.

To ensure responsibility for all administrative business related to evaluation and information of students.

Ensure the implementation of the Academic regulations and advise the Deputy Vice Chancellor – Academics and Research and all academic committees on its interpretation.

Work closely with Deans of Faculties to elaborate the Academic calendar.

Be responsible for the management of all staff in Registry and maintenance of safe and healthy working environment.

Ensure that a clerical service is provided to all academic committees.

SECTION 11: HUMAN RESOURCE MANAGEMENT

The Human Resource Management is done in reference to the UTAB Organizational Chart in appendix 1

Article 50: Recruitment procedures

1^o Recruitment Process

As a condition to recruitment, all candidates to any rank of academic and administrative staff must succeed the test of recruitment with at least 70% of scores. However, the following is to be taken into consideration:

- The existence of a vacant post and if the budget allows
- Public vacancy advertisement
- Submission of application
- A Curriculum Vitae
- Notified copies of the degrees
- If applicable an official act of appointment to the latest position;
- Two (2) passport photographs
- To display scientific, intellectual, professional and moral aptitudes and abilities tailored to the post to be provided
- A photocopy of a national Identity Card or passport for foreigners; card or a residence card for foreigners

A manager who needs the new staff in his or her department expresses the request in writing to the Vice Chancellor, with a copy for information to the Director of Human Resources Management (DHRM) who centralizes all requests.

The needs for the teaching staff are expressed by the head of the department, and analyzed in the meetings of the department, the Faculty and the Academic Senate.

Concerning the administrative staff, the DHRM analyzes it and, taking into account the relevance of the request, submits the complete file to the Deputy Vice Chancellor in charge of Administration, Finance and Development (DVC FAD).

For academic staff, the Deputy Vice Chancellor in charge of Academics and Research centralizes the information and submits the report to the Vice Chancellor and copies it to the DVC FAD.

The Budget Committee examines its financial feasibility, taking into account the available budget allocated to staff. This commission makes recommendations to the Vice Chancellor who will seize the University Council for approval. After authorizing the recruitment, the procedure for advertisement, short listing/ selection and assignment of successful candidates follows.

When the Vice Chancellor publishes the vacancies, he/she invites the interested candidates to apply for the positions opened to the competition, within the number of days specified in the job advertisement.

The recruitment committee pre-selects the candidates on the basis of the examination of the files presented (Application documents). The recruitment of academic and research staff goes through the Senate committee in charge of recruitment. The pre-selected candidates must present the copies of their diplomas/ Degrees before doing the tests or Interviews. Before sitting for the exam, the list of candidates admitted to the competition, the date, time and place of the exam must be published by an official (communication). This publication must be made at least seven (7) days before the competition and within a period not exceeding one (1) month from the deadline for submission of applications.

The written or oral and / or practical test is prepared in accordance with the requirements of the position opened to the competition and is marked at 50% of the total mark. The computer aptitude test could be added to the written or oral test. For some positions, especially for the lecturers and senior managers, only the interview may be enough. The interview is marked at 50% of the total mark assigned to all exams. It is organized by the UTAB recruitment committee. This committee corrects the exams and submits the results two days after the last day of the competition.

The results obtained by the candidates in the written or oral exam must be communicated within a period not exceeding 10 days after the exam, the interview notes are posted not later than 3 days after the interview is done. Complaints are acceptable within a period not exceeding five (5) working days after the posting of the results.

For practical reasons, the written exam and the interview can be organized on the same day; if this is impossible, between the written exam and the interview, the interval of five working days should not be exceeded.

The list of marks obtained by the candidates must be displayed at the UTAB headquarters or published on its official website. When the candidate is not satisfied with the marks obtained, he/she may request individual notification of his mark for consultation (Director of Corporate services) of his copy of the written test. If an error is noted on his/her copy, the correction is made within two days after consultation by the body that organized the competition. The copies of proofs are kept for at least one month.

The recruitment committee will make a full report on recruitment within five days. The said report must indicate the procedure followed the list of candidates drawn up in descending order of their grades and the candidate's proposal to be retained for this post.

The minimum mark to be considered as success is 70%. If all candidates obtain less than this mark, the position is reopened for the new competition (re-advertisement).

At the end of the competition, if two candidates obtain the same score, for the choosing between the two, we will first consider experience, secondly the qualification.

If necessary, Administration of the University can engage the specialized/expert person or office to prepare, organize and correct the tests or to carry out the entire recruitment process, from the announcement of positions in the media/university website to the selection of the candidate.

The recruitment process for a specialized office is as follows:

- Definition of terms of reference;
- Publication of tenders /Job Advertisements (newspapers, radio, posters, website);
- Receipt of technical and financial offers;
- Public opening of applications
- Analysis of technical offers;
- Analysis of financial offers;
- Choice of winner;
- Notification to the winner.

Even if the specialized office is chosen in the recruitment process, the selection criteria must be transparent.

The successful applicants are required to present notarized photocopies of their degree certificates, and may also be asked to exhibit medical certificates issued by a licensed doctor, then possibly certificates from the criminal record. Failing to present one of the three documents mentioned above, the employer reserves the right to reject the successful application. If the position open to the competition is one of the positions of responsibility, in the job application file must be added the work certificate issued by his last employer.

The candidates retained for vacant posts are hired provisionally by the Vice Chancellor for the entire probationary period and are hired definitively by the Board of Directors.

The University may hire casual / part-time staff to perform tasks which, due to their limited duration, do not require the engagement of permanent staff.

2° Credentials and Equivalence

After being recruited HR has to verify if the documents submitted are complete, all candidates with academic documents issued abroad, must look for their equivalences at Ministry of Education within one year (twelve months) after their recruitment.

3° Appointment and contracting:

The following are the types of employment contracts for UTAB Staff (all categories)

- Open Ended Contract (permanent contract)
- Fixed Term Contract
- Special contract (Specification for example Part time, or working two or three days per week, or 5 hours per day or framework contract)

The contract comprises the following main points:

Personal identification

Legal references

The nature of the contract and its duration

Salary to be paid (gross and net payable)

Rights to salary information on request

Workload schedule per day or per week

Social security insurance personal income tax to be paid every month

Personal income tax to be paid every month

Employee duties and obligations towards the University/employer

Employer obligations towards employee

Requirements for notice and termination of the contract

Internal rules and regulations to be respected

Commencement of the Contract.

The employment contract is signed jointly by the Vice Chancellor and the employee. However, for a certain category of staff, the power to sign employment contract on behalf of UTAB can be delegated to other UTAB officials by a resolution of UTAB Council. The employment contracts of the Vice Chancellor and the Deputy Vice Chancellors are signed by the Legal Representative of the University.

Article 51: Category and level of service

Each staff appointed with precision of category and level of service with corresponding salary as defined in approved salary scale.

Article 52: Probation period and provisional appointments

A probationary employee is one who, for a period of three months renewable once, is being observed and evaluated to determine whether or not he/she is qualified for appropriate contract type. The probation period, including its eventual retake, must be concluded in writing and can only cover a maximum period of three (3) months which may be extended once. During that period, each party can terminate the contract in accordance with the law regulating Labor in Rwanda. This period begins by induction week planned by the supervisor of the employee with the Director of Human Resources Management.

Before entering into activity, all newly recruited personnel receive from the employer an appointment letter which specifies the nature of their responsibilities and other specifications. The agent provisionally recruited for an administrative, technical or support position is subject to a probation period of three (3) months of activity, during which his/her direct supervisor assesses his/her performance in relation to his/her aptitudes and professional capacities, his/her intellectual and moral qualities. All recruited agents receive from the employer all the necessary documentation on the Institution in general and on its functions in particular: Statutes and Internal Regulations, Administrative and Human Resources Manual, service card and letter of engagement. In addition to offices and work equipment, he/she has an introductory mentor from his/her direct supervisor.

The person recruited provisionally establishes, two (2) weeks before the end of the probation period, a working report and sends it to his/her direct supervisor. The person who completes his probationary period fills also "an evaluation form for the probationary period" and sends it to his/her direct supervisor for evaluation at the first level and the second level for the decision-making.

Staff Transfers are not subject to refusal or appeal as it shall be a matter of employment policy and a contractual obligation to abide with.

The teaching staff as well as administrative, technical and support staff are requested to:

- Observe UTAB regulations, procedures and other requirements
- Serve UTAB with commitment and integrity
- Abide by the UTAB philosophy and values
- Safeguard UTAB interests in any circumstance
- Avoid any act or attitude likely to blackmail the dignity of their functions and that of the UTAB on service as well as off service
- Avoid, words of defamation towards UTAB and its authorities - Undertake any other University's activities aimed at community outreach.

Article 53: Contract breach-trough

A contract breached through by any party and related compensations will be provided in accordance with work and employment regulation applied in Rwanda.

Article 54: Human Resource (HR) department's role

The HR department is responsible for ensuring that the human resources code of conduct and disciplinary procedures are followed and any investigation is conducted appropriately.

The HR representative is also responsible for:

Assisting senior management in understanding and implementing new policies and procedures;

Developing and implementing policies i.e. HR Policy, Performance Management, Recruitment Policy, Disciplinary Procedures, Staff Promotions, etc

Performing activities of staff recruitment i.e. job descriptions, advertisements, checking application letters, short listing, interviewing and selecting candidates, appointment;

Updating tools for monitoring and evaluation; promoting equality and diversity among employees;

Analyzing and identifying training needs of employees in conjunction with other departments and senior management;

Developing HR planning strategies with senior management which consider immediate and long term staff requirements;

Advising on pay and other remuneration issues, including promotion and benefits;

Interpreting and advising on employment laws;

Dealing with grievances and implementing disciplinary procedures;

Ensuring proper and systematic organization and availability of employee records;

Developing staff development plan, Staff retention strategies, HR needs and its SWOT analysis and annual staff recruitment plan.

Working closely with staff representatives committee, UTAB Appeal Committee, legal adviser and labor inspector so that UTAB maintains social justice.

Implementing legally the decisions of disciplinary committee and others from different staff supervisors.

It is also charged with performance evaluations for all staff.

Article 55: Category of employees

The University (UTAB) staff/employees are categorized and deployed at the levels which correspond to circumstantial positions from which the basic salaries are calculated. The positioning of any agent in categories reflects the position he/she holds, of his/her basic training and his/her relevant professional experience at the time of recruitment. TAB staff includes five (5) categories of employees:

Categories of Staff

1. The Senior officials
2. The teaching and research staff
3. The administrative staff
4. The technical staff
5. The support staff

The job descriptions of UTAB staff are appended (Appendix 2)

Article 56: Senior officials

This category includes the Vice Chancellor and Deputy Vice Chancellor(s). They focus on the proper execution of the programs, the decisions of the University Council and the orientations of UTAB. They are appointed by UTAB Organization and work under the supervision of the University Council. They may be dismissed by UTAB Organization under recommendation of the University Council.

Article 57: Teaching and research staff

They pledged to teach courses/modules and to do research permanently or temporarily. They are appointed and promoted by the decision of the Council of the University on request of the Senate. Recruitment of these personnel is carried out by an adhoc committee set up by the Academic Senate. The Office of the Vice Chancellor may decide to extend the recruitment committee members by outside experts.

Attributions of the teaching and research staff are the following:

- To lecture modules/units;
- To carry out research in order to promote science, technology and services to the community;

- To ensure the follow-up and assistance to students in their studies and research work, internship etc;
- To participate in student's assessment tests, invigilation, processing students' academic claims about their marks and whatever

Academic/administrative tasks requested by the hierarchy:

- To be committed to students' education and to serve as a model in matters of good conduct;
- To bid for research or consultancy grants
- To engage in consultancy;
- To represent the University in various conferences, seminars and workshops;
- To participate in other activities in relation to the mission of the University.

Requirements before teaching

No lecturer can start teaching without:

- Signing the contract with UTAB authorities;
- Having developed the module content/unit handouts and uploaded them on UTAB Moodle Platform;
- He/ She is also required to teach (theory, practical exercises and presentations) the contents of the Module/unit in its entirety according to HEC requirements;

For UTAB teaching staff, Internal Regulations require the following:

- His/her pedagogic competence (methodology, techniques and strategies applied in transmitting efficiently the module/unit contents);
- His/her moral values (punctuality, integrity, sense of responsibility, commitment to students' education, etc.);
- His/her assiduity and commitment to accomplish academic and administrative tasks. In order to maintain or keep his/her module or unit, the lecturer must get at least 70 % of marks of the evaluation done by his/her students and the evaluation done by the Senior Management on the

overall evaluation;

In order to teach in another institution, a lecturer must be authorized to do so by the Deputy Vice Chancellor Academics and Research upon the request of Deputy Vice Chancellor or any other competent authority of the sister institution;

The teaching and research staff members have the right to exert consultancy services on the basis of a duly signed consultancy contract in accordance with the UTAB Research and Consultancy policy.

Evaluation of Lecturers

Every teaching staff member is evaluated by students at the end of the module/unit and by the Senior Management at the end of the academic year based on:

- His/her scientific competence (his/her handling of the module/unit contents, scientific articles and books published).

The academic staffs are also governed by the General Academic Regulations. Their appointment or promotion is made according to UTAB Appointment and Promotion Policy(Appendix 8).

Article58: Academic freedom

Academic freedom helps to perform within the law, to teach, to speak, and to write without interference, to set and implement research agendas, hold and express opinion instrumental to scholarship without interference from the institutional administration, government, civil society or funders.

Academic Freedom Principles

Academics, both inside and outside the classroom, have unrestricted liberty to question and test received wisdom and to put forward controversial and unpopular opinions, whether or not these are deemed offensive. Therefore, staff and students should not be favored or disfavored because of their political views or religious beliefs.

Campus publications and invited speakers will not be harassed or abused. UTAB staffs have full freedom in research and in the publication of results subject to the adequate performance of their other academic duties. Particularly, academic staffs are entitled to freedom in the classrooms in discussion of their subject but they should be careful to not introduce teaching controversial matter that has no relation to the subject.

The lectures as scholars and educational officers should know and remember that the public may judge their profession and their institution by their utterance. Hence, they should at all times be accurate, showing respect of opinion of others, to behave in a neutral manner. Appropriate elitism in the university is based on systematically assessed intellectual performance. Academic freedom should

belong equally to all members of the academic community. The evaluation of merit (or academic performance) can never be perfectly accurate but it must be fair.

Article 59: Administrative staff

This category includes the heads of certain departments involved alongside coordination, designing tasks, management and guidance. These are the agents that monitor and control the work or perform tasks at a high level of competence and responsibility. They are likely to take initiatives and decisions of their prerogatives. They are appointed, promoted and dismissed by the Senior Management Council.

Article 60: Technical Staff

This category includes workers who hold jobs requiring technical knowledge and practice of the profession. These are agents who have supported responsibilities: they may have to organize and program a relatively complex work, direct and control the work of other agents under the responsibility of their direct superior.

They are classified in this category: finance office agents, library staff, registry staff, students' welfare staff, laboratory staff, secretaries of faculties and departments, electrician, maintainer of the computers etc.

Article 61: Support Staff

The support staffs are responsible for the execution of works distributed by their leaders. They take jobs requiring a broad knowledge of the business and within limits of technical knowledge that enable them to take some initiatives to plan their work and to have a sense of responsibility, use and maintenance of equipment used at their disposal. They must perform their work on but simple guidelines resulting in permanent control.

Staff classified in this category include: receptionists, data entry officers, messenger, security guards, cleaners, gardeners, drivers, guest house cooks etc.

Article 62: Rights and obligations of UTAB Staff

The rights and obligations of UTAB staff are regulated by the Rwanda Labor Law, the law governing the Organization and Functioning of Higher Education, UTAB Internal Regulations, Administrative and Human Resources Manual and the Manual of Attributions among others.

Article 63: Social Security contributions and personal income tax

UTAB periodically deposits for its employees the personal income tax in Rwanda Revenue Authority (RRA) and social insurance premiums in Rwanda Social Security Board (RSSB).

Article 64: Obligations of UTAB employees

UTAB staff members are called to perform their duties personally, honestly, scrupulously and in full manner. They will always do their best to defend the image and interests of the University.

In this order, during the term of their contracts, all UTAB staff are required to:

- Personally or as a team perform their services, at the time, place and under the conditions agreed with the University.
- To accomplish their tasks with zeal, loyalty, dedication, discipline and integrity.
- To adhere to the instructions of their superiors from time to time while providing them with constructive suggestions to improve the operation of the service.
- To devote all their time, during working hours to the activities of UTAB.
- To use rationally and taking all care of the equipment and premises of UTAB placed at their disposal.
- To demonstrate a correct and pleasant attitude towards his/her superiors, his/her colleagues and all the partners of UTAB.
- To cultivate and safeguard the spirit of collegiality, conviviality and transparency.
- To refrain from anything that could harm his/her own security, that of colleagues and third parties, or undermine his/her dignity as that of the University.
- To refrain from disclosing all confidential information during or after working time and keep professional secrecy.
- To avoid private visits during working hours and stick to professional ethics.
- To refrain from any activity that is unethical and immoral.
- To avoid any diversionist behavior and in all circumstances fight against the genocide ideology.

Article 65: Prohibited behaviors

It is strictly prohibited for any employee of UTAB, under penalty of disciplinary sanctions provided for in this Manual to:

- Abuse his/her function to demand or request benefits, both material and financial, from persons and organizations partners of UTAB
- Engage in activities incompatible or concurrent with the exercise of his/her functions and the aims of UTAB
- Accept directly or through any other person presents, commissions, allowances or other benefits of any kind whatsoever, which are directly or indirectly related to the work provided and granted by persons benefiting from the services of UTAB
- Abuse its function to demand or request benefits, both material and financial, from persons and organizations partners of UTAB
- Lack responsibility and intentionally harm the proper functioning of the services and goods of UTAB
- Reveal the facts of which he/she would have become aware as a result of his/her duties and which would be confidential by their nature or by prescription of hierarchical superiors
- Leave or be absent from service without valid reason or without authorization
- Conduct commercial or financial transactions detrimental to the interests of UTAB.

In the public interest, it is forbidden in particular to smoke inside UTAB (premises, classrooms and offices).

The private outings of staff must be approved by the manager responsible for the staff and the Vice Chancellor should be informed.

Absences are approved by line managers and authorized by the Vice Chancellor.

Any day of unauthorized absence gives rise to a deduction equal to 1/22 of the gross monthly salary.

An absence for 15 successive calendar days and without supporting documents constitutes a desertion which entails the definitive termination of the contract. However, for reasons of public interest, the

institution may authorize part of its staff to be absent from service. In this case, the concerned staffs are considered to be at work.

Any absence is marked in the register/attendance list kept for this purpose at the level of each department and reported to the Director having Human Resources Management in his / her attributions. The absence of registration must show the full names, the date, the destination, the reason for absence, the time and day of departure and return and the signature of the staff. Supporting documents are required.

The monthly summary for the various departments is sent to the Director having Human Resources in his / her attributions for exploitation for useful purposes.

Article 66: UTAB obligations

Towards its employees, UTAB has the following main obligations:

- To guarantee its staff the proper execution of the employment contract concluded with them;
- To give the necessary instructions, direct, supervise the staffs and ensure that the work is carried out under the best conditions as required by the laws and regulations governing labor in Rwanda;
- To avoid anything that could harm the proper functioning of the Institution, its staffs and the environment;
- To pay its staffs their remuneration regularly and comply with wage regulations;
- To affiliate its staffs to Rwanda Social Security Board (RSSB)

Article 67: Salaries and benefits of utab staff

The salary is the reward of the work done. Therefore, UTAB staffs have the right to his/her salary whenever he/she has worked. This is also justified by the obligation of the employer (to pay the staff from those who have contracted and casual labour). UTAB employees have other benefits when they are acting to the position for a given time; they have the right to receive the function allowance when it is decided by the senior management meeting; they have also other benefits as it is mentioned in the contract, staff development policy and internal rules and regulations.

The employer may give to the employee an individual monthly payroll which details the basic salary, other various allowances and bonuses, with holdings and the net salary on employee's request. The salary scale and benefits of UTAB staff is appended (Appendix 3). The employer has to communicate to employee his/her adjusted monthly salary, function allowances, transport, gross salary, basic salary, RSSB insurance premiums, and tax.

Article 68: Health insurance

UTAB follows a universal health care model, which provides health insurance through a system called Mutuelle de Santé (MUSA) for all support staff. In this category, we find security guards, cleaners and those in charge of gardening. This system is a community-based health insurance scheme, in which family members pay premiums into a local health fund, and can draw from it when in need of medical care. Therefore, UTAB may pay medical insurance of all support staff and their dependents following the conditions explained below:

To be in this category, the staff should have the net salary which is below fifty thousand Rwandan francs (Rwf 50 000). In order to facilitate the calculations, the staff has to declare the size of the family, names including dependants, ID numbers of family members, birth dates, Residence (village, cell, Sector and district) and Ubudehe category. Apart from this information Director of Human Resources management may check in ubudehe database if the information provided is genuine.

For other staff of the University the Health Insurance is calculated at 7.5% of the gross salary and the different staff members are put in categories according to the amount obtained. UTAB registers its employees with Insurance Companies on the basis of the service delivery and competitiveness of the charges.

Article 69: Acting position

An employee appointed as acting by a UTAB relevant authority/body must get all the benefits reserved to that position if he/she remains in that position for more than one (1) month.

Article 70: UTAB staff development

Staff development refers to all the policies, practices, and procedures described in Appendix 8 and used to develop the knowledge, skills, and competencies of staff to improve the effectiveness and efficiency both of the individual and the University.

Article 71: Right to freedom of association

Any employee of UTAB has the right to join others in forming a trade union, to join a trade union of his/her choice, and to participate in lawful activities of a trade union.

SECTION 12: STAFF EVALUATION PROCEDURE

Article 72: Evaluation

The evaluation aims to enlighten the University on the performance of its employees, their skills and how to serve. The evaluation is made through an assessment made annually based on an individual

performance contract signed at the beginning of every academic year. The performance contract forms are attached(See Appendix 4). At the beginning of the evaluation period, every employee submits a performance self-assessment report. The performance self-assessment forms are attached (See Appendix 5). The failure to submit the performance self- assessment report on time results in the “poor” performance for the concerned staff. The assessment of merit is expressed by one of the entries: "Excellent", "Very Good", "Good", "Fair", and "Poor" as indicated in the table below.

Evaluation table

Rating	Percentage of score	Scale reference (increase in annual salary)
Excellent	90-100	5%
Very good	70-89	3%
Good	60 - 69	0%
Fair	50 -59	0%
Poor	Under 50	0%

These notices of assessment must be accompanied by explanatory notes.

The Vice Chancellor is evaluated in the first degree by the chairperson of the Council of the University and in the second degree by the legal representative of UTAB Organization.

The Deputy Vice Chancellors are evaluated in the first degree by the Vice Chancellor and the last degree by the chairperson of the Council of the University.

For the academic and research staff, the ratings are assigned at the end of each year by the Heads of Department in the first degree, and in the second degree by the Dean of Faculty.

The Heads of Department are evaluated in the first degree by the Dean of Faculty and in second degree by the Deputy Vice Chancellor Academics and Research.

The Deans of Faculties are evaluated in the first degree by the Deputy Vice Chancellor Academics and Research and in second degree by Vice Chancellor.

The Directors are evaluated by respective immediate supervising Deputy Vice Chancellors in the first degree and by the Vice Chancellor in the second degree.

Directors who report directly to the Vice Chancellor are evaluated by the Vice Chancellor. The technical and other personnel of administration are listed in the first degree by their line managers, the second degree by the Deputy Vice Chancellor.

The support staffs are evaluated in the first degree by their immediate supervisors and in the second degree by the Deputy Vice Chancellor.

After scoring in the first degree, the grading sheet with the assessments and observations is sent to the concerned employee with return receipt, so he/she could make any comments within 72 hours. The quotation sheet to the last degree is transmitted to the concerned to accept or reject the final assessment reserved for him/her. If denied, he/she has the right to appeal within eight (8) working days after receipt duly signed by him.

Article 73: Promotion procedure

In all matters relating to promotion of teaching and research staff, the policy on academic appointment and promotion procedures (Appendix 7) shall be the sole governing procedure at the University of Technology and Arts Byumba (UTAB).

Non-academic personnel are promoted according to the results of performance evaluation.

Article 74: Application for promotion procedure

Since for categories of applicants of whatever stage, it is expected that applications for academic advancement and promotion should be the result of an ongoing process of staff development and performance review between the individual member of the staff and their head of Department or Deans, the applicants are therefore encouraged to seek guidance and support on their application from their Heads of Department or Deans in advance for the purpose of making their submissions

Article 75: Moving an employee to another position

University of Arts and Technology of Byumba (UTAB) supports an environment that values the pursuit of career mobility and encourages employees who express an interest and have the abilities to pursue appropriate vacancies to foster their career development. Towards that end, employees' efforts to transfer from one position to another will be supported. An employee may apply for a posted position in another department or at another University department or be identified for transfer when appropriate. Notwithstanding the provisions of Rwandan labor law, UTAB management has the discretion to transfer an employee when deemed appropriate.

All transfers within the University are authorized by the Vice Chancellor and coordinated under the Human Resources Department which facilitates all related logistics in regard to staff transfers.

An employee temporarily transferred from his/her usual workplace for professional reasons is given means of transport, meals and accommodation. Therefore, the office of human resources management has to prepare the expenditures to be honored by the office of finance so that the tasks assigned can be achieved.

SECTION 13: WORK CONDITIONS

Article 76: Working hours

In UTAB, the legal employment's duration is forty five (45) hours per week. However, due to the specific nature of the work, the weekly working hours shall be based upon the agreement between the two parties in contract.

In this instance therefore, working hours sometimes may exceed the legal limit; the hours worked beyond the prescribed period will be compensated within a period not exceeding one month. In this regard, the specifications of the contract shall be taken into consideration.

The work schedule is set by the deputy vice chancellor in accordance with internal regulations. The weekly rest period is at least twenty four (24) consecutive hours. The Head of department and directors are responsible for monitoring employee attendance under their supervision. For this purpose, they shall maintain a register of attendance or attendance forms where every employee mentions his/her hours of arrival and departure with signature. However, the deputy vice chancellor specifies the employees exempted from signing the attendance register and the reason of exemption.

If for any valid reason, an employee is obliged to sign a posteriori with respect to the time of arrival to the service, he/she shall inform his/her immediate supervisor.

Article 77: Leaves

Employees benefit the annual leave, public holidays, sick leave, circumstantial leave and maternity leave in accordance with relevant labor law and related ministerial decrees applicable in Rwanda.

a) The circumstance leaves

The Circumstance leaves are granted when the justified event occurs as per the Rwanda Labor Law and its implementing ministerial orders. When the staff is currently on leave of another nature, the latter is suspended and resumes after the duration of the special leave. The Circumstance leave cannot be divided into sections or deducted from annual leave.

b) Annual leave

The Senior Management establishes the annual leave timetable for all the staff under his/her supervision. The action of requesting for a leave remains valid within two (2) years from the date where the worker enjoys the right to the leave. A request for leave is made by the worker in writing and the supervisor shall respond to the request in writing (Signing the form of annual leave). It is taken in two phases and when it is interrupted, the beneficiary should claim within six (6) months.

All UTAB staff are entitled to a paid annual leave of eighteen (18) working days for a period of one year worked. It is calculated on the basis of one and a half working days of leave per month of continuous effective service.

The staff benefits from one more day of paid leave for every three (3) years of experience in the University, but this leave cannot exceed twenty-one (21) working days. It can be taken in full but can also be divided into two or three periods.

The staff, who wishes to take his/her annual leave completes the annual leave request form, in principle ten (10) days before the scheduled date. This form must be signed by the concerned person, his/her direct supervisor, the Director of human resources, Director of Corporate Services, the Deputy Vice-Chancellor and the Vice chancellor (for managers, Directors, Head of Departments, Deans and Deputy Vice chancellors).

If a UTAB staff member has not been able to benefit from his leave during the previous year for reasons of service and he/she has requested it in writing, he/she obtains a cumulative leave of two consecutive years of activities.

However, UTAB staff may not exceed more than two years of uninterrupted activity without having enjoyed his annual leave. After this period, UTAB staff will not be able to benefit from his/her annual leave.

Whenever there is interruption of leave, a statement is established and signed jointly by the Direct Supervisor of employee, the Director of Human Resources and the staff him/herself. The report indicates the date of the postponement of the interrupted leave. Since the leave is allocated to the staff member for the purpose of rest, the granting of cash compensation is prohibited.

c) Maternity Leave

A female employee who has given birth is entitled to a maternity leave of twelve (12) consecutive weeks.

Maternity leave referred to Paragraph One of this Article includes at least two (2) weeks that a female employee can enjoy before delivery.

d) Breastfeeding period

During twelve (12) months from the date of her return to work, a female employee who has given birth is entitled to a breastfeeding break of one (1) hour per day.

The breastfeeding break granted to a female employee by the Law is deducted from the working hours and must be remunerated.

e) Short-term sick leave

An employer grants an employee a short-term sick leave not exceeding fifteen (15) days for reasons of sickness ascertained by authorized medical doctor.

For an employee to benefit from the short-term paid sick leave, he/she must present to the employer a medical certificate signed by unauthorized medical doctor justifying the employee's inability to work.

f) Long-term sick leave

When a sick leave exceeds fifteen (15) days while ascertained by a medical committee composed of three (3) recognized medical doctors, an employer grants an employee a long-term sick leave that cannot exceed six (6) months.

An employee on a long-term sick leave is entitled to his/her full salary during the first three (3) months of leave.

An employee who has been on a payable sick leave for three (3) months has the right to a non-payable work suspension for three (3) months.

If an employee remains sick three (3) months after the suspension of work referred to in Paragraph 3 of this Article, the employer can terminate the employment contract in accordance with the provisions of this Law.

g) Public Holidays (Official Holidays)

UTAB will respect the official holidays of the Republic of Rwanda.

h) Coincidence of leaves:

When annual leave coincides with incidental leave or maternity leave, the annual leave is suspended and resumes after the incidental leave or maternity leave.

Article 78: Safety and Security

University of Arts and Technology Byumba (UTAB) is committed to the prevention of workplace violence and the maintenance of a respectful and descent working environment. A safe and secure

environment is a fundamental prerequisite for fulfilling the University mission of teaching, research and community service. The University reaffirms the basic right of employees to a safe and human working environment.

The University will not tolerate any type of workplace violence committed by or against employees. Workplace violence, for the purpose of this policy, is defined as any physical assault, threatening behavior or verbal abuse occurring in the work setting.

Threats, threatening conduct, or any other acts of aggression or violence in the workplace will not be tolerated. Violations of the workplace, violence policy will be met with appropriate disciplinary action, up to and including dismissal.

Making deliberate false accusations of workplace violence violates this policy. In such instances, the complainant will be subject to disciplinary action. However, failure to prove a claim of workplace violence does not constitute proof of a false and/or malicious accusation.

Employees who, in good faith, report what they believe to be workplace violence or who cooperate in any investigation will not be subjected to retaliation.

SECTION 14: CODE OF CONDUCT. ETHICAL PRINCIPLES. DISCIPLINARY PROCEDURES

All UTAB staff are expected to exhibit exemplary code of conduct and maintain ethical principles (See Appendix 6).

SECTION 15: RECEIVING AND SAFE KEEPING OF INFORMATION

The mails operated within the administration of UTAB have three (3) aspects: incoming mails, outgoing mails and internal mails.

Article 79: Incoming mails

All in coming official letters or any kind of information in writing addressed to the Vice Chancellor shall be received by the secretary/receptionist and marked as received as it may be authenticated by the stamp. Whoever receives such a document shall mention the date, the hour received, and stamp it with an appropriate stamp reserved for this purpose.

The information in form of letter or any writing addressed to any other UTAB staff apart from the Vice Chancellor shall be received by the secretary in the respective office who shall do the same as above to make sure that the document is properly received. The secretary/receptionist will ensure that the original of the document is perfectly similar to the acknowledged copy that must be returned to the sender.

All official letters addressed to the heads of UTAB departments are received by the secretary or the receptionist of the university, who also acknowledges receipt. The secretary or receptionist will ensure the perfect similarity between the original of the document and the copy bearing acknowledgment of receipt. Each secretary or receptionist maintains a register of letters on which he/she systematically registers all incoming and outgoing letters before their distribution.

The secretary is only allowed to open mail when the recipient is not clearly marked on the envelope. In this case, he/she will ensure that the mail is sent directly after registering it. Confidential letters addressed to the Vice Chancellor or Deputy Vice Chancellors are sent to them directly.

Article 80: Outgoing mails

Generally speaking, all outgoing mails must be stamped and signed by the Vice Chancellor except in case of those specific tasks which need the authorization of the head of department or service /dean of faculty that were given the mandate to do so depending on the nature of the information.

All outgoing official letters, issued and signed by the Vice Chancellor are managed by the Administrative Assistant for verification and recording in the mail register before dispatching. After receiving the acknowledgment and stamp for receipt at the place of destination the outgoing mail is registered and classified by the Administrative Assistant.

Article 81: Internal mails

All internal letters/mails are received by the Central Secretariat of UTAB or by the secretaries/administrative assistants of the concerned departments. Once a letter is received by the Central Secretariat of UTAB or by the secretaries/administrative assistants of the services, it is recorded in the register of internal letters and delivered to the responsible recipient.

Article 82: Reports and minutes

Periodically, all UTAB staff members submit the activity report to their supervisor. A copy of this report must be filed by each staff

The periodicity of the reports is determined within the departments according to the nature of the responsibilities on the basis of the reports from respective staff, the heads of departments, the deans of faculties, and the directors submit their activity reports monthly to their direct supervisors. These officials must file a copy of their activity reports in their archives and send a compiled report to the Vice Chancellor.

The deans of faculties, the directors, and the heads of services submit an annual report to the Vice Chancellor. The report could include the following titles:

- Planned activities;
- Done activities;
- Quarterly budget by activity;
- Quarterly expenditure by activity;
- Differences between planned and carried out activities;
- Differences between budgets and expenses;
- Reasons of deviations/Differences;
- Staff situation: attendance, absences, needs, holidays, training, and missions;
- Heritage aspects;
- Major problems of the service, the faculty, the department or the research center.

On the basis of the monthly and quarterly reports from the heads of departments, deans of faculties and directors, the Vice Chancellor submits an annual activity report to the Board of Directors focusing on Administrative, financial and scientific aspects.

Article 83: Archives

UTAB has five (5) kinds of archives: The official archives of UTAB, the current archives, the personnel archives, the financial archives and the academic archives.

Article 84: UTAB official archives

The official archives of UTAB are classified as follows: Current Archives, Staff Archives, Finance Archives and Academic Archives. Some of them are classified in the office of Vice Chancellor, others in the Central Secretariat. The procedures for their management are determined by the Vice Chancellor.

Article 85: Current archives

The current archives are kept in the office of the central secretariat.

Article 86: Staff archives

The files of current/Active staff of UTAB and those who have been received since the start of the University are classified in the office of the Director of Human Resources but, on request and after

presentation of the justified reasons, the external services as well as the concerned senior managers can access the classification of the files and consult them without taking them out the office of Human Resources.

Article 87: Finance archives

In the offices of the Director of Finance/Director of Corporate Services are classified the archives relating to assets, finance and accounting.

Article 88: UTAB academic archives

The academic archives are carefully classified in the offices of Academic Registrar.

SECTION 16: SETTLEMENT OF DISPUTE AND APPEAL FOR RECONSIDERATION

Article 89: Settlement of dispute

Should there be any individual labor dispute between an employee and University, the concerned party shall request in writing the workers' delegate to settle it amicably. In absence of amicable settlement, the dispute is referred to the Inspection of Labor Law.

SECTION 17: FINAL PROVISIONS

Article 90: Final provisions

Any member of UTAB staff acknowledges having read and agreed to the text of UTAB Administration and Human Resources Manual. The current regulations are susceptible to modification anytime circumstances related to UTAB development may oblige. The modifications pertaining only the appended documents are approved by the UTAB Senior Management Committee.

APPENDICES

APPENDIX 1: UTAB Organizational Chart

APPENDIX 2: Job Descriptions of UTAB Staff

APPENDIX 3: Salary Scale and Benefits of UTAB Staff

APPENDIX 4: Work Performance Contract Form

APPENDIX 5: Work Performance Self - Evaluation Form

APPENDIX 6: Code of Conduct. Ethical Principles. Disciplinary Procedures

APPENDIX 7: The UTAB Academic and Research staff appointment and promotion policy

APPENDIX 8: UTAB staff development policy